

# RESPONSIBLE GOVERNMENT

*I WANT A CITY GOVERNMENT THAT IS RESPONSIBLE AND  
RESPONSIVE TO ITS RESIDENTS AND BUSINESSES*

## REQUEST FOR OFFERS

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### TEAM MEMBERS

**Team Lead:** Erik Scairpon, Police  
**Team Member:** Alaric Bien, Planning  
**Team Member:** Eric O'Neal, Parks  
**Team Member:** Ed Carolan, Fire

### DASHBOARD INDICATORS

#### **Indicator 1: Percent of community responding positively regarding satisfaction with City services**

**Measure Description:** A measure used to provide information on the level of community satisfaction to specific government-provided services.

**Calculation Method:** Data for this measure will be generated by the City's biennial survey.

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#### **Indicator 2: Trend in Redmond's Price of Government**

**Measure Description:** The Price of Government is literally defined as the sum of all taxes, fees and charges collected by all sectors of city government divided by the aggregate personal income of that government's constituents. The calculation is used to define a band within which residents are willing to pay for government services. In Redmond the band is 5%-6% of personal income which is typical for local governments.

**Calculation Method:** The sum of all taxes, fees and charges collected by Redmond divided by the aggregate personal income of the City's residents.

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#### **Indicator 3: The City's Bond Rating**

**Measure Description:** A measure used to reflect the City's ability to meet and/or exceed fiscal policy benchmarks which contribute to an excellent credit rating. Some of these benchmarks include:

- The Price of Government remains within the 5%-6% range (see above).
- The City's general operating reserves and economic contingencies are budgeted at a level adequate to maintain future financial stability.
- User fee reviews are performed as scheduled.
- Long-range forecasts are prepared and used to plot an appropriate financial course and to make course corrections as necessary.

- The City maintains an annual contact with rating agencies to report on the City's current financial condition.
- Quarterly expenditures and revenue reports are presented to Council in a timely manner 100% of the time.

**Calculation Method:** Determined by bond rating agencies. Redmond's current rating is AAA with Standard and Poor's and Aa2 with Moody's Investor Service.

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## **INTRODUCTION/SUMMARY OF CAUSE & EFFECT MAP**

The process for developing the logic model map for this budget priority included a review of the past two budget cycles and included team discussion and evaluation of previous efforts. The logic model starts with budget offers and their accompanying performance measurements. These budget offers should support one or more of the Responsible Government factors. Each of the Budgeting by Priority (BP) factors is measured against the performance measurements (indicators) so that the ultimate outcome of a responsible and responsive government is achieved. The performance measures of Responsible Government are the price of government, citizen satisfaction and the City's bond rating.

Fiscal Responsibility and Quality Service are the most obvious outcomes to residents and businesses. Effective and accountable leadership is required to deliver these results to the community. Community connections are an underlying factor that is required to ultimately have a responsible and responsive government. The team believes that while some of these factors stand alone, they are all required for achieving a responsible and responsive government. Budget offers do not need to include all factors; refer to the cause and effect map for the relationship between these factors.

### **Factor 1: Fiscal Responsibility**

The City has a responsibility to manage its resources in a fiscally conservative and transparent manner so that our residents and the business community can be assured that we are properly administering the revenues that they provide. Planning for the future by forecasting future revenues and expenditures, developing a budget that allows for economic fluctuations and managing the condition of our assets all play an important role towards being a responsive and responsible government.

### **Factor 2: Quality Service**

Quality services can be assured through the provision of effective and efficient systems, operated by highly-qualified staff that is committed to providing a timely and appropriate response to the community. Reliable, friendly and responsive customer service is a priority. Knowledgeable and empowered staff meets or exceeds community expectations through proactive and innovative approaches.

### **Factor 3: Effective & Accountable Leadership**

Effective and accountable leadership provides vision, knowledge, skills and abilities throughout the organization that allows the City to deliver factors one and two (Fiscal Responsibility and Quality Service) to the community. Collaborative efforts such as engaging in cross-department alliances are valued, as are proactive measures to generate regional partnerships that foster cooperation and yield benefits across city boundaries or jurisdictional borders. As a high performing organization, the City seeks to provide opportunities for the professional development of staff and encourages all staff to share knowledge and expertise. Staff delivers leadership by making the right decisions at the right time for the

right reasons. All leaders must be accountable to their team, the organization and ultimately the community. Effective & Accountable Leadership supports the first two factors of Fiscal Responsibility and/or Quality Service.

#### **Factor 4: Community Connections**

A community is inclusive of all its residents, businesses, partners and visitors. Trust in government is earned through the open sharing of information and timely response to community concerns. A connected community should be informed on efforts to maintain a responsible government through transparency, distribution of information and indicators of how we are performing as a municipality.

Communication and dialogue supports involvement of community and the sharing of ideas and opinions. Strong community connections are required to maintain the City's awareness of community priorities in support of factors one through three (Fiscal Responsibility, Quality Service and Effective & Accountable Leadership). Strong community connections demonstrate responsiveness of leadership towards supporting fiscal responsibility and/or quality service.

### **PURCHASING STRATEGIES**

#### **WE ARE LOOKING FOR OFFERS THAT:**

##### **Strategy 1: Support the Fiscal Responsibility and/or Quality Service factors.**

The team believes these two factors are the highest priority to the community, and can serve as stand alone strategies. Budget offers can be written directly to only one of these factors, or both, in order to support the ultimate outcome of a responsible and responsive government. The team is looking for offers that draw connections between the fiscal responsibility factor and offering quality service.

Offers will be favored that demonstrate good stewardship, transparent budgeting practices, compliance with city policies and/or mandates and ways to leverage resources through matching grants or other outside funding sources. Any mandates or changes in government laws must be clearly defined within the offer.

Our customers are important to us. Any experience a customer has with the City may potentially define their perception or view of the organization as a whole. In order to improve or enhance customer service it is first important to consider who we serve. Offers should define the customer and provide a clear description of the proposed improvements.

##### **Strategy 2: Support Effective & Accountable Leadership as a way to achieve the Fiscal Responsibility and/or Quality Service factors.**

The team believes that Effective and Accountable Leadership offers should be focused on supporting Fiscal Responsibility and/or Quality Service. Effective and Accountable Leadership helps ensure that the City is fiscally responsible and provides quality service. Leadership at all levels in the organization advances the execution of the City's vision/mission and allows for a high performing organization to thrive.

##### **Strategy 3: Support Community Connections and Effective and Accountable Leadership as a way to achieve the Fiscal Responsibility and/or Quality Service factors.**

The team believes strong community connections support two important concepts. First, connections create opportunities for residents and businesses to inform the City of community concerns. Second, the City is able to keep the community informed of decisions, municipal performance and service issues. Community connections are necessary for effective and accountable leadership to demonstrate fiscal responsibility and/or quality service. Offers directed at Community Connections must demonstrate this relationship.

**Strategy 4: Offers that follow the High Performing Organization philosophy.**

The team would like to see offers that focus on cross-departmental collaboration working towards supporting the Responsible Government priority factors. Additionally, offers should look to support the City's values of Commitment to Service, Integrity and Accountability. We cannot do everything alone. In order to meet the expectations of the community this team believes that City departments must work together and collaborate with other governments in the region and the private sector. Consider opportunities that build internal cooperation or involve regional and community based organizations and initiatives.

**NOTES/PRACTICES/SUPPORTING EVIDENCE**

1. EMC Research. (2014, February). City of Redmond Citizen Telephone Survey Results. Retrieved from <https://redmondbp.sharepoint.com/Results%20Team%20Library/Redmond%20Citizen%20Survey%20Report/2013%20Citizen%20Survey%20Report.pdf>.
2. P.5: Q2 77% of residents responded that the City is headed in the right direction. The team felt this was strong evidence to continue with past Budgeting by Priorities materials and refresh as required to meet current challenges.
3. P.13: Q10 - 27% of Redmond residents feel that they are not well informed. The team assumes that the reported 30% of citizens that rate the City as only fair or poor (Q9, Q12) in the areas of focusing on priorities that matter to residents and the responsible use of tax dollars could be improved through better community communication.
4. City of Redmond. (2012). Dashboard performance indicators: Responsible government. P31-46.
5. The team reviewed the different dashboard performance indicators that comprise the Responsible Government priority to consider the purchasing strategies for this RFO.
6. The team reviewed 2013-2014 Budgeting by Priorities rankings, feedback and reference materials.

# Responsible Government

Logic Model - Budgeting by Priorities (2015-2016)

